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DDI-2001-6

29 October 1964

MEMORANDUM FOR: Deputy Director, Intelligence
SUBJECT: Review of DD/I Effort: China

1. The CCPC's paper on China is the occasion for subject review, which, though tentative, may be helpful to you as background whether the Director puts the CCPC's paper to the USIB or returns it to [redacted] for revision.

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2. From quantitative estimates of the DD/I effort the review goes by a process of questionable elimination to research and ends in a brief comment on the DD/I's program. The quantitative estimates or impressions are set forth in annexes A and B: (A) quantity of incoming documents, is based on figures from Project CHIVE; (D) professional man years, is based on answers given me by the DD/I offices. Annex C is a summary table of research underway or scheduled pertinent to the "principal gaps" enumerated in the CCPC's paper. The DD/I does research against all economic and political "gaps." Research for economic and political intelligence depends largely on the DD/I, at least in Washington. State (INR) does very little research. It acknowledged only external research -- and that quite limited -- in the CCPC's discussions.

3. It is with understandable hesitation and misgiving that one hazards figures on incoming documents as "information" about China and on professional man years expended. Be that as it may, Annex A shows an average receipt per work-day of 344 items on China. This is a rough figure. It

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may be too high; there is duplication in it -- for example, in the overlap of FBIS tickers, SI teletypes and the hard copies which follow. On the other hand, Western news service items are not included. If one takes the figure 344 at face value, however, and if one converts the JPRS figure (for items) to numbers of pages and assumes that other items average one page each, one comes out with a figure of 421 as the number of pages received daily. This is at least a measure of incoming material.

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A measure of the quantity of incoming "raw material" by pages, like the measure of intelligence "produced" by pages, may be of practical interest to the administrator. It would be significant in this review, however, only if intelligence were a pulping process.

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4. The DD/I applies in the order of [redacted] professional man days or years at one stage or other of collection, processing and production: (See Annex B)

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in collection [redacted]

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in processing [redacted]

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distributed between processing and production but probably in processing for the most part. [redacted]

in production [redacted]

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7. The Estimates Staff (2) depends on the research of others and need not be considered here. One might observe, however, that if two men are to judge China as a whole they require research which gets at China as a whole and not as unrelated parts. It may be a reflection of our difficulty with China that we do estimates in parts -- i.e., military, economic, and political. The same is true of the USSR, but perhaps for different reasons.

8. Research

The CCPC's paper focuses on research as the means of offsetting the deficit in quality of information on hand, of improving our national intelligence "product", and at the same time of improving the quality of incoming information by superior and specific guidance to the collectors, especially to the DD/P. The paper does not define research except in terms of the above ends, of which the last is stressed throughout.

All things to all people, research is a confused realm of activity on which one would like to impose the clarity and command of formal reason with its organizational chain. But this is not the place for a dissertation on research. Suffice it to say that the dictionary definition is not in question and that length of time spent and size of resulting manuscript are not criteria of value. The value of research depends on whether or to what degree it answers important questions. The importance of a question is highly relative to the scale of use to

which the answer is put -- a scale in itself subject to change and controversy. One takes it for granted, however, that major questions about the capability and intentions of a hostile state call for major research. The nature of the research must vary according to the object about which the question is asked, i.e., according to what kind of knowable entity the object is and what kind of information we have or can have about it. If the object is tangible, material, measurable, that is one thing; if not, it is quite another thing. The distinction serves up to a certain point in research.

What we customarily regard as research in the DD/I may be described as:

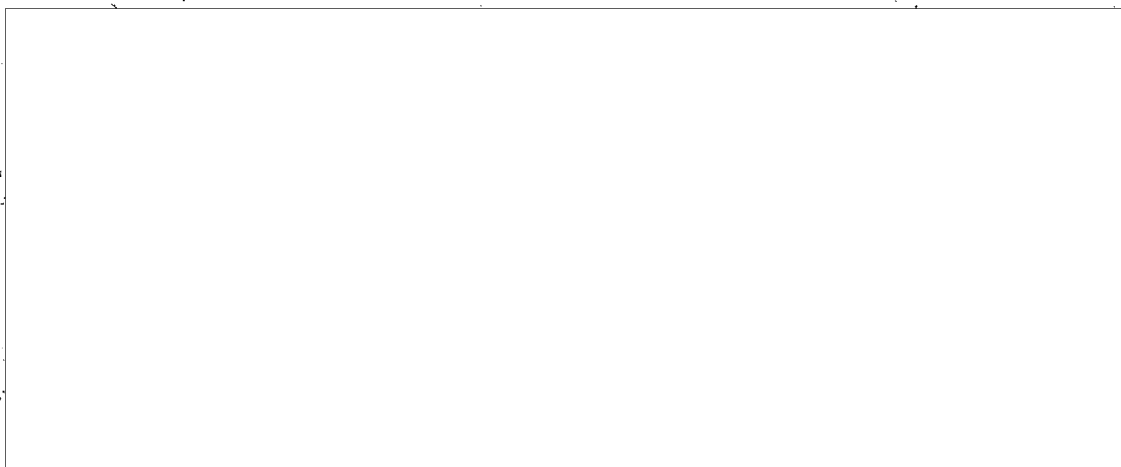
(a) Research for answers to major current questions about capabilities and intentions. This is research in support of estimates, i.e., the judgments and conclusions which are of equal concern to Current Intelligence and to Estimates in their institutional forms.

(b) Research for Basic Intelligence, used in the sense of the MIS.

9. Research in support of estimates:

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The DD/I effort is distributed as follows:



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